



ARIZONA MEDICAL BOARD

FIVE YEAR STRATEGIC PLAN

FY 2013 – FY 2018

Lisa S. Wynn

Executive Director



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Executive Summary

As we look forward into the year 2018, we can expect great changes in health care delivery, health care policy, and technological advances that will increase the use of telemedicine. We can expect changes in the standard of care as physicians struggle to manage their patient's chronic pain while maintaining safety and quality of life.

The Arizona Medical Board will adapt to and conform to these changes, but our mission to protect the public through judicious licensing, regulation and education will remain unchanged. Our commitment to ensure that all physicians and physician assistants receive fair consideration and due process will remain unchanged.

The Following Strategic Plan outlines the Board's two primary Strategic Goals:

Goal 1: To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination.

One ever increasing area in which the Board can contribute to public safety is to advance the cause of safe and appropriate prescribing of prescription painkillers. Accidental prescription drug overdose is now the number one cause of accidental death in Arizona, surpassing car crashes. We continue to work with the Arizona Medical Association, the Arizona Board of Pharmacy and other healthcare regulatory boards in Arizona to get the word out to prescribing healthcare providers that there are resources available to assist them in treating their chronic pain patients, including the Pharmacy Board's Controlled Substances Prescription Monitoring Program.

Goal 2: To improve efficiency of licensing, regulatory and information dissemination processes.

An effective regulatory agency never loses sight of its mission to protect public safety, while continually seeking to:

- eliminate bureaucracy;
- maximize the use of automation;
- increase convenience, access and transparency; and
- Demonstrate good stewardship of its resources.

We employee continue process improvement at all levels of this organization, and in so doing we believe we can continue to reduce processing time. This will ensure that qualified physicians can be quickly and efficiently licensed in order to maintain a pool of qualified health care providers, and allow us to concentrate resources where they are needed to effectively investigate, regulate and discipline the small percentage of physicians and physician assistants who require remediation.

The Arizona Medical Board and its staff are committed to serving the residents of Arizona with excellence, and welcome any feedback.

MULTI-YEAR AGENCY STRATEGIC PLAN (FY 2013-2018)

ARIZONA MEDICAL BOARD
And
ARIZONA REGULATORY BOARD OF PHYSICIAN ASSISTANTS
Contact: Lisa S. Wynn, Executive Director
Phone (480) 551-2791
A.R.S. §32-1401 *et.seq.* and A.R.S. §32-2501 *et.seq.*

Mission:

The mission of the agency is to protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Vision:

Protection of the Public through Regulatory Excellence

Agency Description:

The Agency staff supports two Boards – the Arizona Medical Board, which licenses and regulates allopathic physicians, and the Arizona Regulatory Board of Physician Assistants, which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The two Boards determine and administer disciplinary action in the event of proven violations of their respective practice acts. Together, the Boards regulate over 24,000 licensees.

Agency Core Values:

- Public Protection
- Integrity and Teamwork
- Competent, Courteous and Professional Service
- Responsible Fiscal Management

Strategic Issues:

Issue #1: Consolidation of essential agency functions focused on public protection through the examination of regulatory issues, ongoing education of staff and Board members, active dissemination of public information, and public outreach.

The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants continually strive to proactively explore areas influencing healthcare delivery and public safety. The boards will focus on essential agency functions and concentrate on those matters that directly affect the health and well-being of Arizona's citizens. The boards will continue their advances toward providing clear direction through policy and statutory initiatives, participating in ongoing educational opportunities in regulation, and staying on the forefront of providing public information that affects healthcare decision making.

Goal 1: To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination

Objective 1.1: Increase time spent addressing public safety, healthcare or regulatory issues through subcommittee discussion and adoption of relevant substantive policy statements and rules.

Objective 1.2: Increase the availability of educational and regulatory information to licensees, stakeholders, and the general public

| Strategic Plan Measurement | FY 13 Goal | FY14 Goal | FY 15 Goal | FY 16 Goal | FY 17 Goal | FY 18 Goal |
|--|---------------|--------------|---------------|---------------|---------------|---------------|
| Number of substantive policy statements, guidelines, rules, or rule revisions adopted | 2 | 2 | 2 | 2 | 2 | 2 |
| Number of staff members who attended one or more Board-funded trainings, seminars, or conferences | 20 | 20 | 20 | 20 | 20 | 20 |
| Number of public awareness activities, and number of press releases, health advisories, and other notifications published on the Board website or transmitted to licensees and/or stakeholders via e-mail blasts | 25 | 25 | 25 | 25 | 25 | 25 |

Issue #2: Stabilization of database infrastructure to support e-licensing, regulation, and information dissemination, as well as increased capacity for performance measurement, through improved information technology and other process improvements

The Board has had a successful electronic licensing renewal (e-licensing) for over four years. The agency continues to stabilize the system to ensure on-line security as applicants and licensees share confidential information with the boards during the licensing and renewal process and as financial transactions take place. Other electronic and on-line processes were made available to physicians, such as, the change of address on-line process through our physician web site.

The agency collaborated with the Arizona State University in their effort to modify the previous physician survey. The link at the Arizona Medical Board's web site was updated to include the newly designed survey via the renewal process which provides the State of Arizona University with statistical data they collect relative to information pertinent to the university. For the public, an on-line complaint process was also successfully launched.

Other initiatives include the medical doctor verification through the VeriDoc web site. The infrastructure will continue to evolve as other electronic functions are made available to licensees and the public as well. The database also tracks staff progress during the licensing, investigation, and post adjudication processes allowing for statistical data analysis and identification of process improvement.

Goal 2: To improve efficiency of licensing, regulatory, and information dissemination processes.

Objective 2.1: To improve upon prior year performance levels in license processing.

Objective 2.2: To improve upon prior year performance levels in complaint investigation.

Objective 2.3: To improve upon prior year performance levels in responding to public information requests.

| Strategic Plan Measurement | FY 13 Goal | FY 14 Goal | FY 15 Goal | FY 16 Goal | FY 17 Goal | FY 18 Goal |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Average time to approve an MD license from receipt of application | 30 | 30 | 26 | 24 | 22 | 21 |
| Average time to approve a PA license from receipt of application | 17 | 17 | 15 | 14 | 13 | 12 |
| Average number of days to process an initial medical doctor application upon receipt of completed application | 2 | 2 | 2 | 2 | 2 | 2 |
| Average score of agency-wide customer service satisfaction surveys (scale of 1-8) | 7.5 | 7.5 | 7.5 | 8.0 | 8.0 | 8.0 |
| Average number of days to complete a MD investigation | 140 | 140 | 130 | 130 | 125 | 125 |
| Average number of days to complete a PA investigation | 130 | 130 | 125 | 120 | 120 | 115 |
| Average number of days to resolve a MD case | 180 | 180 | 180 | 180 | 180 | 180 |
| Average number of days to resolve a PA case | 180 | 180 | 180 | 180 | 180 | 180 |

Resource Assumptions:

| | FY 2013 Appropriation | FY 2014 Budget Request | FY 2015 Budget Request or Estimate | FY 2016 Estimate | FY 2017 Estimate | FY 2018 Estimate |
|---|----------------------------------|---------------------------------------|---|-----------------------------|-----------------------------|-----------------------------|
| Full-time-equivalent (FTE) Positions | 58.8 | 58.5 | 58.5 | 58.5 | 58.5 | 58.5 |
| Appropriated Fund | \$5,809,400 | \$5,663,325 | \$5,663,325 | \$5,663,325 | \$5,663,325 | \$5,663,325 |
| | | | | | | |
| Total Agency Funds | \$5,809,400 | \$5,663,325 | \$5,663,325 | \$5,663,325 | \$5,663,325 | \$5,663,325 |

Our agency's assumption is the appropriation requirement will be at least stable to enable the agency to manage in a fiscally responsible manner, considering the nature of the responsibility of the agency to ensure we protect the public. And as a regulatory agency, we are susceptible to litigation and having an appropriation and funds to cover those costs is extremely important from a strategic, health and safety perspective.